



**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF MANAGEMENT**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**FINAL SUPPLEMENTARY ASSESSMENT WRITTEN**

**SUBJECT:** BUSINESS MANAGEMENT  
**CODE:** BMA1B01 / BMA11B1  
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**DURATION:** SECTION A: 70 minutes, SECTION B: 90 minutes  
**TOTAL MARKS:** 100

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**EXAMINER(S):** Ms A Akhalwaya  
Dr A Mphahlele  
Mr S Nchabeleng  
Ms D Telles

**MODERATOR:** Dr C Diniso

**NUMBER OF PAGES** 56

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**INSTRUCTIONS:**

- This is an open book online assessment.
- Only assessments submitted through Blackboard will be accepted - no emailed assessment will be marked by lectures.
- Answer ALL questions

- It is the student's responsibility to note and ensure the following before starting the test:
  - The device used for the test is functional and the battery is fully charged;
  - The network is well connected
- Section A has 2 attempts, the highest mark will be recorded. Use the 2 attempts granted wisely- Section B has 1 attempt.
- All attempts will be automatically saved by the system even if there was a disruption when the test was taken.
- Queries during this assessment should be directed to either Dr Mphahlele (amandamp@uj.ac.za) or MsTelles (daniellat@uj.ac.za).
- Queries sent after 8am on the due date will not be attended to.
- Avoid images and tables, use text only.
- Avoid using equations or calculations formats that are problematic with Blackboard E.g.
  - PROBLEMATIC FORMAT: Break even quantity  $= \frac{R100,000}{R12 - R2}$   
 $= 10,000$
  - ACCEPTABLE FORMAT: Break even quantity =  $R100,000 / (R12 - R2) = 10,000$
- See more instructions on Blackboard.

**SECTION A****[40]**

1. The digital revolution provides a foundation to combine multiple technologies leading to unprecedented paradigm shifts, this represents which of the three reasons that a new revolution is already in our midst.
  - A. Factor conditions
  - B. System impact
  - C. Breadth and depth
  - D. Velocity
2. Entire systems are transforming across countries, industries and society, this represents which of the three reasons that a new revolution is already in our midst.
  - A. Factor conditions
  - B. System impact
  - C. Breadth and depth
  - D. Velocity
3. The evolutions are exponential rather than linear due to the multifaceted and deeply interconnected world, this represents which of the three reasons that a new revolution is already in our midst.
  - A. Factor conditions
  - B. System impact
  - C. Breadth and depth
  - D. Velocity
4. Just-in-time (JIT) is associated with the following advantages: i long lead times, ii inventory reduction, iii dependability, iv speediness, v rigidity, vi low cost and affordability
  - A. ii iii iv vi
  - B. i iii iv v
  - C. i ii v vi
  - D. ii iii iv v
5. Which ONE of the following is NOT part of the business triad, which affects operations strategy?
  - A. customers
  - B. competitors
  - C. external capability
  - D. internal capability

6. The question 'How do shareholders see us?' refers to which performance measure in the balance scorecard?
  - A. The market
  - B. The internal customer
  - C. The value-adding perspective
  - D. The financial perspective
7. The questions 'How do customers see us? Is their view our view?' refer to which performance measure in the balance scorecard?
  - A. The market
  - B. The internal customer
  - C. The value-adding perspective
  - D. The financial perspective
8. The questions 'What must we excel at? Safety, health and the environment?' refer to which performance measure in the balance scorecard?
  - A. The market
  - B. The internal customer
  - C. The value-adding perspective
  - D. The financial perspective
9. Operations management involves: i product and service design, ii supply and capacity planning, iii production system design, iv procurement planning and control, v improvement, problem-solving and maintenance
  - A. iii iv
  - B. i iii v
  - C. i ii iv
  - D. i ii iv
10. The question 'Can we keep on improving, innovating and creating value?' refers to which performance measure in the balance scorecard?
  - A. The market
  - B. The internal customer
  - C. The value-adding perspective
  - D. The financial perspective
11. Which one of the following does Operations management NOT involve:
  - A. Improvement, problem solving and maintenance
  - B. Production system design

- C. A budgeting system
- D. Demand and capacity planning

12. Which of the following is NOT a gauge used in operations?

- A. Circle gauge
- B. Digital gauge
- C. Ruler
- D. Snap gauge

13. \_\_\_\_\_ refers to technology that is applied for the first time. \_\_\_\_\_ refers to the application of existing knowledge to methods.

- A. Quality; Control
- B. Inputs; Structure
- C. Innovation; Technology
- D. Creativity; Methods

14. Waiting time in operations management is defined as?

- A. The period for which a job stays in the queue at a work centre
- B. The idle time between the processing of a job and its transportation to the next work centre
- C. The time needed to check whether the job complies with quality standards
- D. The actual time needed to process the job

15. \_\_\_\_\_ is the fundamental rethinking and radical redesign of business processes. This leads to dramatic improvements in measures such as cost and quality.

- A. Process re-engineering
- B. Flowcharting
- C. Productivity
- D. Performance

16. Just-in-time poses many advantages such as: (i) low lead times, (ii) durability (iii) low cost, (iv) specialisation (v) coordination (vi) speediness

- A. (i), (iii), (vi)
- B. (i), (ii), (iv)
- C. (iv) and (v)
- D. (iii), (v) and (vi)

17. \_\_\_\_\_ refers to factors which are beyond the control of the business management:

- A. Internal
- B. External
- C. Soft
- D. Hard

18. The business triad is composed of: (i) customers, (ii) suppliers, (iii) stakeholders, (iv) competitors, (v) management (vi) process technologies

- A. (i), (ii) and (iii)
- B. (i), (iv) and (vi)
- C. (i), (iv) and (v)
- D. (i), (iii) and (v)

19. Which of the following is NOT an important strategic role of the Operations Management function:

- A. A promotion of the corporate business strategy
- B. Implementer of corporate business strategy
- C. Driver of corporate business strategy
- D. A support to corporate business strategy

20. A \_\_\_\_\_ is a representation that makes use of lines and colours to represent something:

- A. A physical model
- B. A mathematical model
- C. A schematic model
- D. A scientific model

21. As part of research on potential of shortlisted suppliers, suppliers can be asked to do a ... to a cross-functional team of the purchasing business about what they can offer, which is particularly important with the purchasing of services.

- A. supplier visit
- B. questionnaire
- C. presentation
- D. evaluation method

22. The supply chain value-adding process in a business which includes all processes that focus on the interface between the business and its customers, refer to ...

- A. customer relationship management
- B. internal supply chain management
- C. supplier relationship management
- D. external supply chain management

23. The supply chain value-adding process in a business which includes all processes (different function activities) internal to the business, refer to ...
- A. customer relationship management
  - B. internal supply chain management
  - C. supplier relationship management
  - D. external supply chain management
24. The supply chain value-adding process in a business which focuses on the interface between the business and its suppliers, refer to ...
- A. customer relationship management
  - B. internal supply chain management
  - C. supplier relationship management
  - D. external supply chain management
25. Which ONE of the following is NOT an aim of buying at the right time.
- A. to ensure that the business is supplied on an ongoing basis
  - B. to reduce the risk of price fluctuations
  - C. to determine the optimal price
  - D. to keep inventory-holding at an optimal level
26. \_\_\_\_\_ consist of the sum total of inventory-carrying costs and inventory ordering costs.
- A. Inventory-ordering costs
  - B. Inventory-carrying costs
  - C. Inventory-managing costs
  - D. Total inventory costs
27. \_\_\_\_\_ are the costs of placing an order.
- A. Inventory-ordering costs
  - B. Inventory-carrying costs
  - C. Inventory-managing costs
  - D. Total inventory costs
28. \_\_\_\_\_ are those costs that are involved in keeping inventory.
- A. Inventory-ordering costs
  - B. Inventory-carrying costs
  - C. Inventory-managing costs
  - D. Total inventory costs

29. At the \_\_\_\_\_ level, the focus is on establishing and improving its quality and value. This is done by quality control and inspection.
- A. process
  - B. product
  - C. organisational
  - D. market
30. At the \_\_\_\_\_ level, the supplier's (and purchasing business's) production processes are closely investigated. The quality of the product strongly relates to the production process.
- A. process
  - B. product
  - C. organisational
  - D. market
31. Which of the following does the purchasing and supply chain function NOT include:
- A. Determine the quality of materials
  - B. The quality of their competitors' products and services\*
  - C. Determine the timing of purchases
  - D. Price-acceptance level
32. The four main factors in each purchasing decision are: (i) the right supplier, (ii) the right material, (iii) the right competitor, (iv) the right delivery time, (v) the right price, (vi) the right quality
- A. (i), (iv), (v), (vi)
  - B. (i), (ii), (iii), (iv)
  - C. (ii), (iii), (v), (vi)
  - D. (iii), (iv), (v), (vi)
33. Which of the following does the ISO 9000 series NOT include:
- A. ISO 9001
  - B. ISO 9002
  - C. ISO 9003
  - D. ISO 9004
34. \_\_\_\_\_ helps to ensure that the operations process can continue without interruptions resulting from shortages of materials or products:
- A. Inventory-ordering
  - B. Inventory- assembling
  - C. Inventory-gathering



## D. Inventory-holding

35. \_\_\_\_\_ consist of the sum total of inventory-carrying costs and inventory ordering costs:
- A. Inventory cost
  - B. Total inventory cost
  - C. Total carrying cost
  - D. Total ordering cost
36. Which of the following is NOT taken into consideration when selecting suppliers:
- A. Market orientation
  - B. Operational systems and E-commerce
  - C. Supply chain management capability
  - D. Flexibility
37. Suppliers can be classified into three groups once going through the selection and evaluation process. Which of the following is NOT one of these groups:
- A. Preferred supplier
  - B. Approved supplier
  - C. Ascribed Supplier
  - D. Certified Supplier
38. (A) \_\_\_\_\_ is a set of three or more businesses linked directly by one or more of the upstream or downstream flows of products, services, finances and information from a source to a customer:
- A. Centralised structure
  - B. Business communication
  - C. Supply chain
  - D. Conglomerate
39. Which of the following is NOT a supply chain value-adding process:
- A. Customer relationship management
  - B. Competitors relationship management
  - C. Internal supply chain management
  - D. Supplier relationship management
40. The FOURTH STEP in the process for the implementation of strategic supplier alliances is:
- A. Identify candidates
  - B. Evaluate probable alliance

- C. Nurture alliance
- D. Negotiate issues

41. \_\_\_\_\_ include/s all the value-adding actions, activities and process needed for the fulfilment of customer expectations, requests and needs.

- A. Production management and craftsmanship
- B. Production and operations management
- C. The nature of operations
- D. Transformation function

42. The following are reasons why operations management is regarded as dynamic:  
(i) Importance in terms of adding value and creating products and services (ii) Is exciting in terms of creativity and changes in customer preferences (iii) Contributes to promoting creativity and building capacity and capabilities that will allow businesses to respond to so many changes (iv) Improves problem solving, maintenance, demand and capacity planning

- A. (i), (ii) and (iii)
- B. (i), (ii) and (iv)
- C. (ii), (iii) and (iv)
- D. (i), (ii), (iii) and (iv)

43. Operations management involves: (i) product and service design (ii) demand and capacity planning (iii) production system design (iv) production improvement and control

- A. (i), (ii) and (iv)
- B. (ii), (iii) and (iv)
- C. (i), (ii), (iii) and (iv)
- D. (i), (ii) and (iii)

44. Operations management always attempts to reduce or eliminate lead time elements in a process. The primary lead time elements are: (i) queue time (ii) sit-in time (iii) processing time (iv) introspection time

- A. (i), (ii), (iii) and (iv)
- B. (i), (ii) and (iv)
- C. (ii) and (iv)
- D. (i) and (iii)

45. A/an \_\_\_\_\_ is the ideal series of transformational processes in which each step increases the value of an item.

- A. Innovation

- B. Operation
- C. Value chain
- D. Supply chain

46. One way to obtain quality is by closing quality gaps and applying TQM. Quality management is, therefore, not only relevant in business, but also in: (i) quality of product (ii) quality of service (iii) quality of organisation (iv) quality of processes

- A. (i) and (ii)
- B. (iii) and (iv)
- C. (i), (ii), (iii) and (iv)
- D. (ii), (iii) and (iv)

47. \_\_\_\_\_ refers to the promise that the product will keep on performing as promised over a specific time span.

- A. Conformance  
\*Reliability
- B. Durability
- C. Performance

48. Identify the broad quality cost categories of prevention, appraisal and failure with reference to the costs of quality: (i) Prevention costs (ii) Appraisal costs (iii) Internal failure costs (iv) External failure costs

- A. (iii) and (iv)
- B. (i), (ii) and (iii)
- C. (i), (ii), (iii) and (iv)
- D. (ii), (iii) and (iv)

49. The following is a maintenance programme that can be instituted to ensure effective maintenance:

- A. Employing a maintenance team
- B. Predicting positive time failure
- C. Implementing the Japanese principle
- D. Determining the possible time failure

50. Operations management is heavily dependent on: (i) design and development (ii) marketing, demand management and forecasting (iii) work study, motion study and engineering (iv) quality assurance, maintenance and facilities management

- A. (i), (ii), (iii) and (iv)
- B. (i), (ii) and (iv)
- C. (ii) and (iv)

D. (i) and (iii)

51. The \_\_\_\_\_ has a certification scheme whereby enterprises are encouraged and supported in endeavours to establish and operate quality control systems or quality assurance programmes.

- A. South African Bureau of Standards
- B. ISO 9004
- C. ISO 9003
- D. ISO 9001

52. \_\_\_\_\_ include the cost of insurance, property tax, obsolescence, wear and tear, theft, interest charges and opportunity costs.

- A. Inventory ordering costs
- B. Inventory carrying costs
- C. Total quality control costs
- D. Total quality planning costs

53. Identify the possible set of criteria to use in the selection of suppliers: (i) quality, price, cost structure, delivery, time, flexibility and service (ii) financial status and risk management (iii) broad-based black economic empowerment score (iv) operational systems, e-commerce, technology and process capability (v) supply chain management capability, environment, ethics and social responsibility (vi) capabilities, responsiveness and motivation

- A. (i), (ii), (iii) and (iv)
- B. (i), (ii), (iii), (iv) and (v)
- C. (i), (iii) and (iv)
- \* (i), (ii), (iii), (iv), (v) and (vi)

54. \_\_\_\_\_ is an important part of maintaining a relationship with suppliers.

- A. Supplier performance measurement
- B. Supplier maintenance
- C. Supplier accreditation
- D. Supplier management

55. Supply chain management is the design and management of seamless, value-added processes across business boundaries to meet the real needs of the end customer. Identify the supply chain value-adding process in a business from the list below. (i) Customer relationship management (ii) Internal supply chain

management (iii) Supplier relationship management (iv) Competitor relationship management (v) External relationship management

- A. (i), (ii), (iii), (iv) and (v)
- B. (i), (ii) and (iii)
- C. (i), (iii) and (v)
- D. (i), (ii) and (iv)

56. \_\_\_\_\_ is a philosophy aimed at integrating a network of upstream suppliers, internal linked functions and downstream customers in performing specific processes and activities.

- A. Customer relationship management
- B. Supplier management
- C. Supplier relationship management
- D. Supply chain management

57. The aim of strategic alliances or partnerships formed with suppliers of critical materials and services is to: (i) ensure long-term availability of materials and services (ii) commit time and resources (iii) improve efficiency and effectiveness through innovation and elimination of waste and duplication in the supply chain (iv) identify market and improve opportunities

- A. (i), (ii) and (iv)
- B. (i), (ii), (iii) and (iv)
- C. (i), (iii) and (iv)
- D. (i), (ii) and (iii)

58. Which one of the following is a paradigm shift in a traditional buyer-supplier relationship?

- A. Price determines supplier selection
- B. Multiple criteria for supplier selection
- C. Few suppliers
- D. Open book to partners

59. The critical quadrant of the supply position model is characterised by: (i) highly customised and unique products and services, which are critical inputs to producing the final product or service of a business (ii) high amounts spent on the product or service (iii) a limited number of suppliers operating in the particular market (iv) items of services that are unlikely for a strategic supplier alliance

- A. (i), (ii), (iii) and (iv)
- B. (i), (ii) and (iii)
- C. (i), (iii) and (iv)

D. (i), (ii) and (iv)

60. The assessment of the supplier alliance should be made in various areas, depending on the purpose of the alliance. Which of the following are areas on which the supplier alliance is assessed? (i) The product, process, quality assurance and the business (ii) Establishing and improving quality and value (iii) Establishing the quality awareness of personnel at all levels within the functional areas, and examining the development, maintenance and refining of quality inspection procedure in the supplier's entire business (iv) Examining the state of the machinery in order to identify wastages and non-value-adding procedures in the production or materials flow processes

A. (i), (ii), (iii) and (iv)

B. (i), (ii) and (iii)

C. (i), (iii) and (iv)

D. (i), (ii) and (iv)

61. When incoming products are offloaded from trucks and scanners are used to scan these products into the warehouse system, this refers to which common task of logistics?

A. Receiving

B. Replenishment

C. Inventory management

D. Distribution

62. The process of picking, sorting and packing goods is known as replenishment, refers to which common task of logistics?

A. Receiving

B. Replenishment

C. Inventory management

D. Distribution

63. The process that ensures that all these tasks happen. The inventory manager needs to administer that process, refers to which common task of logistics?

A. Receiving

B. Replenishment

C. Inventory management

D. Distribution

64. Goods are delivered to customers by means of trucks, ships, airplane and so forth depending on where customers are located, this refers to which common task of logistics?
- A. Receiving
  - B. Replenishment
  - C. Inventory management
  - D. Distribution
65. All functions or activities must be understood in terms of how they affect, and are affected by, other elements or activities with which they interact. Logistics seeks to develop a system-wide view of a business, integrating the demand of customers in the marketplace with the internal transformation processes; this refers to which key concept in integrated logistics management?
- A. Total logistics costs
  - B. Trade-offs in logistics
  - C. The systems approach
  - D. Inter-organisational trade-offs
66. The key to the whole concept of integrated logistics is to minimise total logistics costs while achieving the desired level of customer service. When minimising the total logistics costs, management needs to recognise trade-off costs and to manage total cost effectively in the overall logistics system; this refers to which key concept in integrated logistics management?
- A. Total logistics costs
  - B. Trade-offs in logistics
  - C. The systems approach
  - D. Inter-organisational trade-offs
67. A trade-off is simply a balance between two or more logistics functions to achieve the lowest total cost. A trade-off occurs when an increased cost in one area is more than matched by a cost reduction in other areas, thus resulting in a lower total cost; this refers to which key concept in integrated logistics management?
- A. Total logistics costs
  - B. Trade-offs in logistics
  - C. The systems approach
  - D. Inter-organisational trade-offs
68. \_\_\_\_ occurs when one business allows another business to make a product using their procedures and techniques.
- A. Exporting

- B. Joint ventures
- C. Ownership
- D. Licensing

69. Which ONE of the following is NOT one of the basic documents required for global logistics?

- A. Sales contract
- B. Certificate of origin
- C. Broadsheets
- D. Packing list

70. Which ONE of the following is NOT a reason businesses get involved in global logistics?

- A. Lower prices
- B. Quality
- C. Increased sales
- D. Large product range

71. If the operation costs of a company escalate the implication is that there was some negligence in the management of costs relating to: (i) distribution cost, (ii) procurement cost, (iii) warehousing cost (iv) manufacturing cost.

- A. (i) & (ii)
- B. (iv)
- C. (i), (ii) & (iii)
- D. (i), (ii), (iii) & (iv)

72. Raw material that are kept for too long by a company can incur some of the following inventory costs: (i) manufacturing, (ii) procurement, (iii) distribution (iv) warehousing

- A. (i) & (ii)
- B. (iv)
- C. (i), (ii) & (iii)
- D. (i), (ii), (iii) & (iv)

73. In cases where a customer buys medication that passed its expiry date, the whole process of handling the issue would include:

- A. Retrieve, transport, retrieve, inspect, sort, waste disposal;
- B. Retrieve, transport, receive, inspect, sort, recycling, scrap;
- C. Retrieve, transport, receive, inspect, sort, reselling, scrap;
- D. Retrieve, transport, receive, inspect, sort, scrap.



74. XYZ Petroleum Refineries exposes their waste in a river, and the polluted water affect the lives of the fish and other water creatures. This company infringes with South African law.
- A. National Environmental Management Act
  - B. South African National Environment Preservation Act
  - C. South African Council of Environmental Issues Act
  - D. South African Environmental Sustainability Act
75. When someone collect scrap to resell it, this could be regarded as one advantage created through which logistical process:
- A. External logistics
  - B. Internal logistics
  - C. Reverse logistics
  - D. Intergraded logistics
76. ABC is a business in China that produces toys and wants to export its products to Polokwane in South Africa. The suitable transportation mode will be:
- A. Air and sea transport mode
  - B. Intermodal transport
  - C. Transmodal transport
  - D. Intergraded transport mode
77. If you give up the opportunity to buy 'good B,' because you want to buy 'good A' instead. In business is called a/an:
- A. Sacrifice
  - B. Trade-off
  - C. Trade-in
  - D. Opportunity consideration.
78. A delay in processing a customer's order is an example of
- A. Variance
  - B. Manufacturing flow
  - C. Product delay
  - D. Order default
79. Buying a warehouse is an option best suited for: (i) Small organisations (ii) Big organisations (iii) Areas where most customers are based (iv) Areas where less customers are based.
- A. (i) & (iii)

- B. (ii) & (iii)
- C. (i), (ii), (iii) & (iv)
- D. (ii) & (iv)

80. Warehousing supports the logistics goal in respect of:

- A. Longer cycle times
- B. Higher inventories
- C. Lower costs
- D. Poor customer service

81. \_\_\_\_\_ is the process of actively searching for suitably qualified people for particular vacant jobs and encouraging them to apply.

- A. Selection
- B. On-boarding
- C. Induction
- D. Recruitment

82. \_\_\_\_\_ is the process of choosing the most suitable candidate for a vacant job from the pool of candidates identified during the recruitment process.

- A. Selection
- B. On-boarding
- C. Induction
- D. Recruitment

83. \_\_\_\_\_ is a comprehensive, logical process of activities to successfully assimilate new employees into the organisation.

- A. Selection
- B. On-boarding
- C. Induction
- D. Recruitment

84. The key consideration of an effective compensation system that refers to how much an employee should be paid for doing a particular job is \_\_\_\_\_

- A. Adequate
- B. Equitable
- C. Balanced
- D. Performance-related

85. The key consideration of an effective compensation system that refers to fairness, particularly in relation to the requirements of the job and other comparable jobs external to the employers' business and internal to the business is \_\_\_\_\_
- A. Adequate
  - B. Equitable
  - C. Balanced
  - D. Performance-related
86. The key consideration of an effective compensation system that refers to the business needs to determine what will make up the total compensation package (cost to company) is \_\_\_\_\_
- A. Adequate
  - B. Equitable
  - C. Balanced
  - D. Performance-related
87. The key consideration of an effective compensation system that refers to the fact that businesses may want to reward performance, however the business defines the level of performance that is rewarded is ...
- A. Adequate
  - B. Equitable
  - C. Balanced
  - D. Performance-related
88. Which ONE of the following is NOT one of the sections in a job profile?
- A. A description of the content of the job in terms of tasks, duties and responsibilities, known as the job description
  - B. A statement about the knowledge, skills and abilities required to successfully perform the job, known as the job specification
  - C. A description of the deliverables or outputs and standards expected from successfully performing the job.
  - D. A statement about how the organisation is structured as well as management and reporting structures.
89. Which ONE of the following is NOT an activity of recruitment?
- A. Identify the need to recruit due to a vacancy or the creation of a position.
  - B. Brainstorm with management on what is needed.
  - C. Refer to the recruitment policy for guidance on the recruitment process.
  - D. Consider factors that may influence the recruitment process.

90. Opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity, refers to which consideration of wellness?
- A. Disability
  - B. Stress and burnout
  - C. Decent jobs
  - D. Business purpose
91. Which management function takes care of the onboarding process in the organisation?
- A. Operations management
  - B. Human Resources Management
  - C. Logistics management
  - D. Marketing management
92. A system of philosophies, policies, programmes, practices and decisions that affect the attitudes, behaviour and performance of the people in a business describes which management function?
- A. Sales management
  - B. \*Human Resources Management
  - C. Logistics management
  - D. Marketing management
93. A human resources management practitioner who deals with employees grievances such as sexual harassment, is likely to work at which HR section in an organisation?
- A. Compensation and reward management
  - B. Performance management
  - C. Labour relations
  - D. Training and development.
94. A human resources practitioner who manages and influences the formulation and implementation of strategy is likely to serve at which HR section in an organisation?
- A. HR planning
  - B. Recruitment and selection
  - C. Reward management
  - D. Training and development
95. In an organisation, which of the following activities should precede recruitment

- A. Training and development
- B. Job analysis
- C. Selection
- D. Socialisation.

96. The final activity/ies an HR manager have to take a new employee through after signing the job contract is/are:

- A. Onboarding, salary negotiations, selection.
- B. Onboarding, salary negotiations, induction.
- C. Orientation, induction, socialising
- D. Onboarding, indication, business socialising.

97. If an HR practitioner go around gathering information about an employee about how they execute their duties and how they relate to other employees, this practitioner will be performing which HR duty:

- A. Employee Motivation
- B. Employee recruitment
- C. Employee need analysis
- D. Performance management

98. If an employee receives a severance package, what type of motivation can the package serves to the employee?

- A. \*Financial-extrinsic
- B. Financial-intrinsic
- C. Non-Financial – extrinsic
- D. Non-Financial – intrinsic

99. A pregnant female employee employed as a National Intelligence Agent will likely be granted maternity leave based on which South African Act:

- A. Basic Conditions of Employment Act (75/1997)
- B. Labour Relations Act (LRA)
- C. None of the above
- D. All of the above

100. The following employees are working for the same organisation, but different shifts and hours. Employee A works every Monday of each month from 7:00 to 11:00. Employee B works every Monday to Thursday of each month from 8:00 to 09:00. Which of the above employees is likely to be provided by Unemployment Insurance Act?

- A. Employee A

- B. Employee B
- C. None of the employees
- D. Both employee A and B.

101. The \_\_\_\_\_ shows what the business owns, whether it has entered into debt agreements and what the outstanding balance of debt due to creditors is.  
balance sheet

- A. income statement
- B. statement of cash flow
- C. statement of changes in equity

102. The \_\_\_\_\_ shows the total turnover during the period and the net income that is left after expenses have been deducted from the net income.

- A. balance sheet
- B. income statement
- C. statement of cash flow
- D. statement of changes in equity

103. The ... shows sources from which money has been received in the business and what the money has been spent on. These sources can be from operations, investing and financing.

- A. balance sheet
- B. income statement
- C. statement of cash flow
- D. statement of changes in equity

104. The ... shows the capital contributed to the business, how it grew with reserves and profits and whether dividends that reduced the equity were paid out of the profits.

- A. balance sheet
- B. income statement
- C. statement of cash flow
- D. statement of changes in equity

105. The value of money at the present time (in the bank), the initial investment for the future, is known as ...

- A. Future value (FV)
- B. Present value (PV)
- C. Interest rate (I)

## D. Payment amount (PMT)

106. For submitting tax returns and information as required by the Companies Act you might need to supply financial statements, this is \_\_\_\_\_
- A. Required by law
  - B. Granting of credit
  - C. Investments
  - D. Reports
107. Lenders will request to view the financial statements before deciding whether to grant credit, this is \_\_\_\_\_
- A. Required by law
  - B. Granting of credit
  - C. Investments
  - D. Reports
108. If another business or entity wants to invest in the business they would require financial statements, this is \_\_\_\_\_
- A. Required by law
  - B. Granting of credit
  - C. Investments
  - D. Reports
109. \_\_\_\_\_ efficiencies reflect the business's efficiency in utilising the assets.
- A. Debt analysis
  - B. Liquidity ratios
  - C. \*Operational
  - D. Profitability ratios
110. The amounts for products or services rendered by the business, is known as \_\_\_\_\_
- A. Revenue
  - B. Gross profit
  - C. Expenses
  - D. Fixed assets
111. The \_\_\_\_\_ of output refers to how much of the operation's activities the customers experience themselves or are exposed to.
- A. Volume
  - B. Visibility

- C. Variety
- D. Variation

112. Creative Designs is a graphic design and printing company making personalised wedding invitations. Each invitation is uniquely designed according to the couple's preferences. With regards to the classification of manufacturers' operational processes, Creative Designs is involved in \_\_\_\_\_ processes.

- A. Project
- B. Batch
- C. Jobbing
- D. Continuous

113. Which one of the following can be classified as an operational process where many client transactions take place, client contact is limited and the nature of the service is largely standardised?

- A. Retail shop
- B. Attorney
- C. Bank
- D. \*Postal service

114. An organisation has issued and sold more shares in order to attract more capital. This means that the dividends and control will be divided among more shareholders. This is known as:

- A. Rights issue
- B. Dilution of control
- C. Equity capital
- D. Retained income

115. \_\_\_\_\_ is an example of direct costs.

- A. Cost of raw material
- B. Cost of Telephone cost
- C. Cost of Salaries
- D. Cost of stationery

116. Which of the following are forms of short-term financing? (i) Registered term loans (ii) Financial leases (iii) Debtor financing (iv) Trade credit (v) Bank overdrafts

Choose the correct answer:

- A. (i), (ii) and (iii)
- B. (ii), (iii) and (iv)



- C. (iii), (iv) and (v)  
D. all of the above

117. At break-even point \_\_\_\_\_

- A. The organisation makes a profit.  
B. The organisation already know the number of units that need to be produced and sold.  
C. The total income equals the total expenses.  
D. The organisation makes a loss.

118. If you invest R10 000 in a bank account at 10% interest rate for 3 years, what will the future value of the investment be?

- A. 8 513  
B. 16 310  
C. 15 105  
D. 13 310

119. Statement of Financial Position of Unto Projects at 30 April 2019.

<b><u>Fixed assets</u></b>	:	<b>3000</b>
<b><u>Shareholders' interest</u></b>	:	<b>2500</b>
<b><u>Current assets</u></b>	:	<b>5000</b>
Cash	:	200
Debtors	:	1800
Inventory	:	3000
<b><u>Total Assets</u></b>	:	<b>8000</b>
<b><u>Long-term liability</u></b>		
loan	:	1500
<b><u>Current liabilities</u></b>	:	<b>2000</b>
Shareholders dividend	:	500
Bank overdraft	:	1500
<b><u>Total Debt</u></b>	:	<b>3500</b>

Calculate the current ratio of Unto Projects

- A. 3.5:1
- B. 1.5:1
- C. \*2.5:1
- D. 4.5:1

120. \_\_\_\_\_ Analysis of the financial statement of an organisation is necessary to \_\_\_\_\_.

- A. Compare the performance of an organisation with similar organisations in the same category and to identify trends in an organisation.
- B. Record the performance of an organisation and indicate its strengths and weaknesses by providing a summary of financial activities.
- C. Estimate the level of sales, expenses and profitability for future operations.
- D. Determine the capital needs of the organisation.

121. The following are examples of a MIS: (i) DSS, (ii) EIS, (iii) OAS (iv) LMS and (v) SMS

- A. (i), (ii), (iii) and (v)
- B. (iii) (iv) (v)
- C. (i) (ii) (iii) (iv)
- D. (i) (iii) (v)

122. \_\_\_\_\_ on who the information technology (IT) users are, the service offerings that are required to meet the users' needs, the capabilities of IT itself, the resources that are required to develop these offerings and the requirements for executing successfully.

- A. Service strategy focuses
- B. Service design
- C. Service transition
- D. Continual service improvement

123. \_\_\_\_\_ focuses on the assurance that new and changed services are designed effectively to meet the users' expectations.

- A. Service strategy focuses
- B. Service design
- C. Service transition
- D. Continual service improvement

124. Through the \_\_\_\_\_ phase of the lifecycle, the design of the MIS is built, tested and moved into production to assure that users can achieve the desired value from the reports.

- A. Service strategy focuses
- B. Service design
- C. Service transition
- D. Continual service improvement

125. \_\_\_\_\_ covers the ITIL service lifecycle. CSI offers a mechanism for the IT department to measure and improve the service levels, the technology and the efficiency and effectiveness of processes used in the overall management of services.

- A. Service strategy focuses
- B. Service design
- C. Service transition
- D. Continual service improvement

126. Which ONE of the following is NOT a barrier that inhibits the implementation of the MIS strategy?

- A. Internal and external environment.
- B. Information technology portfolio.
- C. Management information strategy.
- D. Human resource portfolio

127. Which ONE of the following is NOT a category of cloud computing?

- A. VaaS
- B. PaaS
- C. IaaS
- D. SaaS

128. \_\_\_\_\_ refers to 'the use of digital technology to create systems that are capable of performing tasks commonly thought to require intelligence'.

- A. Artificial intelligence
- B. Machine learning
- C. Blockchain
- D. Big data analytics

129. \_\_\_\_\_ is a type of technology essentially comprising a distributed database of records or a comprehensive ledger of transactions or digital events that have been executed and shared among participating parties via computing power.

- A. Artificial intelligence
- B. Machine learning

- C. Blockchain
- D. Big data analytics

130. \_\_\_\_\_ can be defined as a sub-field of artificial intelligence and refers to the development of digital systems, such as management information systems, that improve their performance on a given task over time through experience.

- A. Artificial intelligence
- B. Machine learning
- C. Blockchain
- D. Big data analytics

131. The following enablers must be in place for the success of a business.

- A. Management should be included in the design process
- B. Management information systems should be designed and built for the entire business
- C. Technical support staff should be involved in the process
- D. Enterprise resource planning should be conducted

132. The purpose of a management information system is to \_\_\_\_\_.

- A. \*Create reports
- B. Provide training
- C. Identify problems
- D. Involve all support staff

133. The following are reasons why a business should implement a management information system.

- A. Identify the business' strengths and weaknesses
- B. The outputs or reports facilitate learning a planning within the business
- C. Availability of customer data and feedback
- D. It can provide the organization with a competitive advantage

134. Information systems strategies are developed and built to assist the business in decision-making as the business is influenced by new technology and the elements are \_\_\_\_\_.

- A. Decision support systems, market information systems and learning management systems
- B. Management information system strategy, information systems functionality strategy and information technology strategy
- C. Top management long-term strategy, middle management directional strategy and team leader's operational strategy

D. Marketing informational strategy, executive information systems strategy and automation systems strategy

135. The barriers that inhibit the implementation of MIS strategies include \_\_\_\_\_? (i) the internal and external environment (ii) the information technology portfolio (iii) the management information strategy (iv) the executive information systems (v) the business strategy

Choose the correct answer

- A. (i), (ii) and (iii)
- B. (i), (ii), (iv) and (v)
- C. (ii), (iii) and (v)
- D. (iii), (iv) and (v)

136. The Porter's five forces model is a tool for analysing a business's competition. Identify the tools that determine the competitive intensity of the IT department. (i) Bargaining power of the users (ii) The power of suppliers (iii) The extent of rivalry between existing competitors (iv) The threat of new entrants (v) The threat of substitutes

Choose the correct answer

- A. (i), (ii), (iii) and (v)
- B. (i), (ii) and (iii)
- C. (i), (ii), (iii), (iv) and (v)
- D. (ii), (iii), (iv) and (v)

137. The value chain analysis a process in which the IT department identifies its primary and support activities that should add value to the various MIS and then analyses these activities to \_\_\_\_\_.

- A. Ensure long-term sustainability
- B. Analyse the strengths and weaknesses of the business
- C. Indicate performance
- D. To reduce cost or increase differentiation

138. Control objectives for information and related technologies is used to manage the \_\_\_\_\_.

- A. MIS at a tactical level
- B. MIS at a strategic level
- C. MIS at an operational level
- D. MIS at an international standards level

139. Service strategy focuses on who the information technology users are, the service offerings that are required to \_\_\_\_\_.  
A. Understand the users' capabilities  
B. Develop offerings to customers  
C. Meet the users' needs  
D. Include service strategy
140. Service design focuses on the assurance that new and changed services are designed effectively to meet users' expectations as the users expect that the MIS \_\_\_\_\_.  
A. Will be upgraded to the latest technologies  
B. Will form an integral part of the strategy  
C. Should be designed to be user friendly  
D. Should address the needs of the organisation
141. As part of the marketing mix, the element that refers to the environment in which the product or service is sold, is \_\_\_\_\_.  
A. People  
B. Physical evidence  
C. Promotion  
D. Processes
142. As part of the marketing mix, the element that refers to the employees working for the business, is \_\_\_\_\_.  
A. People  
B. Physical evidence  
C. Promotion  
D. Processes
143. As part of the marketing mix, the element that refers to the different types of tools used to inform customers about the product or service, is \_\_\_\_\_.  
A. People  
B. Physical evidence  
C. Promotion  
D. Processes
144. As part of the marketing mix, the element that refers to the procedures that are used to bring products and services to the customer, is \_\_\_\_\_

- A. People
- B. Physical evidence
- C. Promotion
- D. Processes

145. Human needs are primary requirements that underline human behaviour. Which ONE of the following is NOT a type of need?

- A. financial needs
- B. physical needs
- C. social needs
- D. individual needs

146. Which ONE of the following is NOT a question answered by marketing research?

- A. Who are the consumers that buy the products and services of the business?
- B. Where are these products and services bought?
- C. When will these products and services be bought by consumers?
- D. How do consumers buy these products and services?

147. During which stage of the product life cycle is the product launched in the market and consumers can note its availability, what it looks like, its pricing and where it can be purchased?

- A. Introduction
- B. Growth
- C. Maturity
- D. Decline

148. During which stage of the product life cycle is sales are growing fast and profits are made?

- A. Introduction
- B. Growth
- C. Maturity
- D. Decline

149. During which stage of the product life cycle is have sales reached their highest level, but rate of growth of sales is slowing down due to new competitors in the market, who also attract the consumers' attention, or market saturation having been reached?

- A. Introduction
- B. Growth

- C. Maturity
- D. Decline

150. During which stage of the product life cycle do sales start to decline at a fast rate?

- A. Introduction
- B. Growth
- C. Maturity
- D. Decline

151. Which of the following is NOT a core customer and marketplace concept to consider:

- A. Markets
- B. Value
- C. Stakeholders
- D. Needs, wants and demands

152. \_\_\_\_\_ is the degree of happiness that a customer has towards a product, service or experience:

- A. Customer satisfaction
- B. Customer value
- C. Customer fulfilment
- D. Customer accomplishment

153. Which one of the following is NOT a marketing philosophy orientation:

- A. Sales
- B. Production
- C. Customers
- D. Social Marketing

154. Which one of the following is part of the Micro-environment of an organisation:

- A. Competitors
- B. Economic
- C. Technological
- D. Company resources

155. \_\_\_\_\_ refers to the ability set a business possesses to deliver on its mission and objectives:

- A. Vision



- B. Resources
- C. Capabilities
- D. Competencies

156. A \_\_\_\_\_ can be an agent that provides goods or even services to an individual or business:

- A. Supplier
- B. Distributor
- C. Broker
- D. Seller

157. Which of the following is a stage in the decision making process:

- A. Identify candidates
- B. Identify products and services
- C. Information search
- D. Negotiate problems

158. Which of the following is NOT a reason for marketing managers to conduct marketing research:

- A. Identify potential customers
- B. Understand the needs and wants of existing customers
- C. Set realistic targets
- D. Identify potential threats

159. What is the FIFTH STEP in the marketing research process:

- A. Planning the sampling
- B. Collecting the data
- C. Designing research methods for data collection
- D. Selecting the data collection method

160. The research report includes the following: (i) Title page, (ii) Opportunities and threats, (iii) Vision and mission, (iv) Limitations of the study (v) table of contents (vi) the research methodology

- A. (i), (ii), (iii), (v)
- B. (i), (iv), (v), (vi)
- C. (ii), (iii), (v), (vi)
- D. (iii), (iv), (v), (vi)

161. Which ONE of the following is NOT a type of advertising?

- A. Product advertising

- B. Promoting services
- C. Donation advertising
- D. Political advertising

162. Financial investment by a business in a person, event or activity in return for exclusive rights to promote itself, is called \_\_\_\_\_

- A. Sponsorship
- B. Promotions
- C. Media relations
- D. Special event

163. Promotions are skilfully planned events or short-term incentives held over a specific period of time, this is called \_\_\_\_\_

- A. Sponsorship
- B. Promotions
- C. Media relations
- D. Special event

164. The task of the PR specialist to establish and develop good working relationships with journalists, this is called \_\_\_\_\_

- A. Sponsorship
- B. Promotions
- C. Media relations
- D. Special event

165. A \_\_\_\_\_ is the linking of the brand of a business to specific meaningful sporting and cultural activities.

- A. Sponsorship
- B. Promotions
- C. Media relations
- D. Special event

166. Which ONE of the following is NOT a specific reason for getting involved in sponsorship?

- A. Achieving market uniformity.
- B. Cutting through the advertising clutter.
- C. Obtaining naming rights for venues and events.
- D. Utilising celebrities to endorse sponsorships.

167. Which ONE of the following is NOT a types of sponsorship?

- A. Sports
- B. Cultural
- C. Cause-related
- D. Global

168. Which of the following is NOT a type of advertising:

- A. Promoting services
- B. Product
- C. Cause-related
- D. Structural

169. Which of the following is NOT a role of the PR specialist in appointing a brand ambassador:

- A. Choose the right person to represent the brand of the business
- B. Promote the brand via media
- C. Ensure that the brand ambassador is ethical and well-liked
- D. Ensure that the brand ambassador contains necessary skills

170. Which of the following is NOT a step that the PR practitioner follows when planning sponsorships:

- A. Determine the strategy and objectives of the business
- B. Activation of the sponsorship by creating activities linked to a PR campaign
- C. Corrective action
- D. Proactively determining annual promotional strategies

171. \_\_\_\_\_ is carefully planned process of building, managing and maintaining proactive relationships with internal and external stakeholders to build a favourable image in the minds of everyone that deals with the business.

- A. Social media
- B. Sales promotion
- C. Public relations
- D. Advertising

172. Targeted \_\_\_\_\_ is when a business engages in a business deal with a particular partner by financially investing in entertainment and leisure events reaching mass audience.

- A. Sponsorships
- B. Social media
- C. Audiences
- D. Advertising

173. \_\_\_\_\_ are popular type of sponsorship aimed at a sophisticated and higher income groups.
- A. Cause related sponsorships
  - B. Cultural sponsorships
  - C. Sports sponsorship
  - D. Arts sponsorships
174. Sponsorships in this category focus on health issues such as prevention of breast cancer.
- A. Cultural sponsorships
  - B. Sports related sponsorships
  - C. Health related sponsorships
  - D. Cause related sponsorships
175. One of the most successful global PR and donations campaigns ever is the \_\_\_\_\_ in aid of amyotrophic sclerosis.
- A. 'Ice Bucket Challenge'
  - B. 'Add Hope' project
  - C. 'Good Morning Angels'
  - D. 'Good Deeds'
176. \_\_\_\_\_ focuses on a particular issue of concern to the business and its impact on the environment and society in which it operates.
- A. Public relations
  - B. Media relations
  - C. Corporate advertising
  - D. Social media
177. One of the most important tasks of the PR specialist is to deal with the wide scope of traditional and social new media. It is of utmost importance to manage media relation in the following ways:
- (i) The media aspects to deal with the PR specialist in a proactive, open, honest and transparent way in order to create mutual beneficial working relationship.
  - (ii) The PR specialist must reactively establish these relationships with editors and journalists of various media to remain credible source, providing relevant, factual and impactful information.
  - (iii) It is of fatal importance that the PR specialist build up a database of influential journalists.

(iv) When businesses release their annual results, the PR specialist has to ensure that all financial media are provided with a professional annual report detailing the financial highlights of the business.

(v) Often business specialists are requested to provide their opinions on issues of the day on all media, especially financial media.

(vi) The PR specialist is often seen as the first point of contact for the media, in many cases, also fulfils the role of spokesperson of the business.

Choose the correct answer:

- A. (ii), (iii), (iv) and (vi)
- B. (ii), (iv), (v) and (vi)
- C. (i), (ii), (iv) and (vi)
- D. (vi), (v) And (vi)

178. \_\_\_\_\_ is any news, media coverage and word-of-mouth opinion about the products, services or personalities of the business, generated free of charge via third-party endorsements.

- A. Publicity
- B. Newsworthy
- C. Promotion
- D. PR practitioner

179. It is important that the PR specialist use promotional opportunities like celebrity skilfully to link the personality to the products or services of the business in order to convince the target market to purchase and consume more. The role of PR specialists in appointing a brand ambassador for the business is to skilfully:

- A. Choose the right person to represent the brand of the business effectively to rise above the media cluster and competition in order to convince consumers of brand credibility.
- B. Ensure that the brand ambassador is regarded as an ethical role model equipped with excellent communication skills.
- C. Ensure that there is a strange appeal, alignment and association created between the business's brand ambassador and the desired target audience in order to establish a credible link between the two.
- D. Determine that brand ambassador believes and 'relives' the brand so that shareholders easily associate with the brand as a perfect match

180. Which one of the following roles must be fulfilled by PR specialist in order to achieve publicity for the business?

- A. The PR specialist has to drive consistently to generate news about the business, its performance, news of innovation and achievements, and product or services, and exceptional leadership activities to obtain positive publicity for the business.
- B. The PR specialist has a narrow choice of publicity vehicles such as arranging special events, promoting the business in sponsorships and corporate social responsibility activities.
- C. The PR specialist must always be aware that there are free ambassadors, such as influencers and loyal customers of the business, who provide the best publicity via word-of-mouth endorsements.
- D. Customers have intensive access to social media, and often post comments and communication about the business' products or services.

### Chapter 17

181. The drivers of business ethics in modern businesses are the forces or variables in the management environment that influence, affect and/or direct business activities and decisions towards ethical business practices, which of the following are the most important drivers of business ethics in businesses? (i) Conducting business practices in an ethical manner is the right thing to do. (ii) Ethical business practices are necessary to protect the reputation of the business. (iii) Ethical business practices are necessary to maintain the trust of all stakeholders. (iv) Ethical business practice are necessary disorder to maintain the confidence of current and potential investors.

Choose the correct answer:

- A. (i), (ii), (iii) and (iv)
- B. (ii) and (iv)
- C. (ii), (iii) and (iv)
- D. (i), (ii) and (iii)

182. The most important benefits of a business ethics are the following: (i) attract and retain high quality employees (ii) attract more customers, suppliers and investors (iii) contribute to the sustainability of the business (iv) conduct business in an ethical manner

Choose the correct answer:

- A. (i), (ii) and (iii)
- B. (ii), (iii) and (iv)
- C. (i), (ii), (iii) and (iv)
- D. (ii) and (iii)

183. \_\_\_\_\_ starts with top management and is embedded in the vision, mission and value statement of the business.
- A. Code of ethics/conduct
  - B. Business ethics
  - C. Business purpose
  - D. Business practise
184. Which one of the following is correct regarding code of ethics?
- A. set out guiding principles for a general industry
  - B. \*set out the guiding principles of a specific business
  - C. set out guiding principles of a general group of professionals
  - D. set out guiding principles of a specific employee
185. The proponents of the broad view of corporate social responsibility, argue that business have, at very least, a negative duty towards society to refrain from harming society. Many proponents also argue that business should have positive duty by actively and directly contributing to the welfare of society. For example business should engage in: (i) Philanthropic activities (ii) Social contract (iii) Social economic power (iv) Stakeholder theory

Choose the correct answer:

- A. (i), (ii), (iii) and (iv)
- B. (ii), (iii) and (iv)
- C. (ii) and (iv)
- D. (i) and (ii)

186. \_\_\_\_\_ consist of those rights that provide the individual with the freedom to participate in education, health care and various aspects of welfare in society.
- A. Economic rights
  - B. Civil rights
  - C. Political rights
  - D. Social rights
187. Which one of the following is the correct type of corporate responsibility?
- A. Corporates have a philosophic responsibility to contribute to various kinds of social, educational, recreational or cultural purposes.
  - B. Corporates have an economic responsibility to be profitable.
  - C. Corporates have unethical responsibility to do what is just, right and fair.

D. Corporates have a legal responsibility to abide by the laws of the government.

188. \_\_\_\_\_ define corporate citizenship in terms of aspects such as economic, legal, ethical and philanthropic factors.

- A. Extended view of corporate citizenship
- B. Conventional view of corporate citizenship
- C. Limited view of corporate citizenship
- D. Equivalent view of corporate citizenship

189. \_\_\_\_\_ is the role of the corporation in administering social, civil and political rights of individuals.

- A. Corporate citizenship
- B. Social responsibility
- C. Legal responsibility
- D. Ethical responsibility

190. The extended view of corporate citizenship acknowledges that the corporate administers aspects of citizenship for other constituencies, as well as wider constituencies with no direct relationship with the corporate. Wider constituency is a corporate that aims to assist in a: (i) worldwide economic (ii) social (iii) customers (iv) health problems

Choose the correct answer:

- A. (i) and (iii)
- B. (iii) and (iv)
- C. (ii), (iii) and (iv)
- D. (i), (ii) and (iv)

191. Which ONE of the following is NOT a moral standard on which we base moral judgements?

- A. Moral standards concern behaviour that seriously affects human wellbeing, which can profoundly injure or benefit people
- B. Moral standards take priority over other standards, including self-interest
- C. The soundness of moral standards depends on the inadequacy of the support that justify them
- D. The soundness of moral standards depends on the adequacy of the reasons that support or justify them

192. On the \_\_\_\_\_, people experience ethical issues in their personal lives, outside the context of their working life.



- A. Individual level
- B. Organisational level
- C. Industry or professional level
- D. Societal or international level

193. People often experience ethical issues in their working life and should first consult their employer's policies, procedures and code of ethics to clarify their employer's stand on the issue, this refers to \_\_\_\_\_

- A. Individual level
- B. Organisational level
- C. Industry or professional level
- D. Societal or international level

194. People also experience ethical issues in their \_\_\_\_\_ such as education, accounting, medicine or law.

- A. Individual level
- B. Organisational level
- C. Industry or professional level
- D. Societal or international level

195. People may realise that they buy clothes that are manufactured in a country using child labour, or that they buy food that is not sourced responsibly, refers to \_\_\_\_\_

- A. Individual level
- B. Organisational level
- C. Industry or professional level
- D. Societal or international level

196. Which ONE of the following is NOT a question that determines the moral soundness of a business decision?

- A. Should it be concealed?
- B. Is it legal?
- C. Does it meet the business's standards?
- D. Is it fair towards all stakeholders?

197. Which ONE of the following is NOT a type of codes of ethics?

- A. Business
- B. Professional
- C. Industry
- D. Personal

198. A corporation is authorised to act as a legal person and recognized as such in law, refers to \_\_\_\_\_
- A. Ownership
  - B. Management
  - C. Governance
  - D. Legal identity
199. Managers are responsible for coordinating the efforts of employees for goal accomplishment by using the available resources as efficiently and effectively as possible, refers to \_\_\_\_\_
- A. Ownership
  - B. Management
  - C. Governance
  - D. Legal identity
200. Shareholders are the owners of corporations. They have the potential to share in the profits made by the corporate, but are also at risk to lose money should the corporate make a loss, refers to \_\_\_\_\_
- A. Ownership
  - B. Management
  - C. Governance
  - D. Legal identity

**SECTION B****[60]**

**This question has 25 questions of 10 marks each. The LMS will randomly select 6 questions for each student.**



Founded in 1967 as a family controlled business with four small stores in the Western Cape, Pick n Pay listed on the JSE the following year. Pick n Pay Group is managed through three divisions; each with their own management boards: Pick n Pay Retail Division; the Group Enterprises Division; and Franklins Australia. It has a total of 782 stores in 2009, including 82 stores in Australia.

The founder of the chain is Harry Goldin. Raymond Ackerman purchased the small chain of supermarkets from Goldin, and went on to develop Pick n Pay into South Africa's largest supermarket group. Ackerman is still the chairperson of the group. He is also well known for his philanthropic activities. The Retail Division, which focuses on Pick n Pay's core business, comprises Hypermarkets, Supermarkets, Family Franchise stores, Butcheries and Financial Services.

The company concentrates on food, clothing and general merchandise. Hypermarkets represent the largest store format, with a total of 20 outlets throughout the country. Each Pick n Pay Hypermarket is a model of one-stop discount retailer, featuring an effective mix of foods and general merchandise. Pick n Pay's 162 Supermarkets countrywide is smaller and focuses on fresh food where Fresh Food Markets are situated in the larger stores.

Superstores were developed as a store format that bridged Supermarkets and Hypermarkets, with the first store opening in 1980. In 1998 they were re-categorised as Supermarkets and incorporated into the relevant Supermarket Regions. Pick n Pay Family stores represent the company's first venture into a franchise operation. Owner-managers run the stores with sourcing and operational support from Pick n Pay with 36,541 employees.

Family stores, which fall under the control of the company's Retail Division, have allowed Pick n Pay to extend its reach to smaller convenience locations with longer opening hours. In 2002 Pick n Pay purchased the Boxer chain, which is a low cost, low margin operation concentrating primarily on retailing merchandise to South Africa's rural market.

The strategic aim or mission of Pick n Pay is for top management "To introduce greater operating efficiencies (including centralised distribution) and build world-class retail capabilities for long-term sustainability" "Our success is based on seven enduring principles: consumer sovereignty; a flat organisational structure; maximising decentralisation of authority to enable managers and supervisors and teams in; promoting from within, recruiting from outside only as an exception when specialist skills are required; maintaining a discount image; fighting collusion amongst suppliers, and rejecting collusion between retailers; maintaining strong cash balances and buying forward on a rising market

The three fundamental strategic objectives:

#### Stage 1 – Stabilise the business

The first stage of the plan saw the Group focused on stabilising its operations. The objective was to provide the Group with a stronger and more secure foundation from which to launch an accelerated recovery.

#### Stage 2 – Change the trajectory

The successful execution of Stage 1, with improvements in operating efficiency and financial discipline to continue, provided the Group with a solid foundation from which to grow. By 2016, the Group was well positioned for the second stage of its plan – changing the growth trajectory of Pick n Pay. The Group is now well advanced on Stage 2 of its plan, with a cost-effective and efficient engine and effective platforms for long-term growth. The Group has not communicated a time-line for the completion of Stage 2.

#### Stage 3 – Sustainable long-term growth

The progress the Group has delivered over the past four years has put the business in a stronger position to reach Stage 3 of its plan, and it is starting to reflect a number of the attributes associated with a long-term sustainable business. The Group has begun to explore and develop additional engines for growth for the final stage of its turnaround plan, which includes expansion plans in Ghana and Nigeria, a strong national Boxer brand, and ongoing investments into the Group's online and value-added services offer.

The financial resources raised and utilised by the Group, consisting of equity and debt funding, and earnings generated and retained by the Group. The physical infrastructure used in the Group's operations, which includes its real estate, distribution channel and the information technology used throughout the Group. The knowledge, systems, processes, intellectual property and brands contained within the Group.

Our valued Pick n Pay and Boxer staff, with their skill, talent, ambition and diversity that underpin a winning team. The relationships the Group has developed with all its stakeholders, governed by its values and the enduring principle that doing good, is good business. The environmental resources utilised throughout the Group's operations, through its production, distribution and retailing of consumer products.

Our buy better programme has focused on closer collaboration with suppliers to gain a variety of products and to improve efficiencies and lower costs across the supply chain. The programme is supported by a dedicated IT platform and supplier portal within Pick n Pay, providing comprehensive real-time product and supplier data to facilitate transparent fact-based engagement and accurate decision-making. The programme has strengthened relationships with over 3 000 suppliers, improved our inventory management and provided greater value for customers.

The Group invested R500 million in price cuts across 1 300 everyday groceries items, and extended this investment to 2 000 lines over the year, including unbeatable deals on fresh fruit and vegetable combos, and keen pricing on key butchery lines. Selling price inflation was restricted to 2.2% for the year (FY17: 6.1%), well below CPI food inflation of 5.9%.

Our work on pricing could not have come at a more important time. 84% of South African families survive on a household income of less than R20 000 per month. Pick n Pay and Boxer serve customers across all communities and income groups, and we are determined to meet the needs of all our customers, including the most vulnerable in our society.

With the Covid – 19 pandemic, consumers are preparing themselves for a prolonged period of cocooning, with 59% of consumers expecting the pandemic to last more than another 12 months, and 34% predicting that it will continue for another 18 months or more. Pick n Pay have taken these statistics into consideration

and have put more resources into the online function. Stepping up efforts to provide maximum experience to consumers, Pick n Pay have started development into better services for consumers to gain a 1-stop shop experience. In our efforts to support small delivery and courier businesses, to better satisfy efficient and reasonable deliveries to consumers The pandemic and the national lockdown have forced South Africans to change how they connect with the things they care about and how they experience life,” “Consumers are seemingly ready to stay in beyond the end of the pandemic to enjoy the investments they have made in DIY home projects and cooking, home appliances, and consumer electronics for home entertainment.”

It's official! We've launched our products at selected Pick n Pay shelves and it's a win for our people and our planet! Part of the reason we are so thrilled about our partnership with Pick n Pay is because these guys know that the task of creating a better tomorrow starts today. We've experienced this first hand with the supporting small business programme, part of Pick n Pay's People n Planet initiative. The initiative demonstrates a commitment to collaborating with individuals and communities to reduce the adverse effects that humans have on the environment. Moreover, it showcases Pick n Pay's dedication in working toward high impact and positive change when it comes to SME's and the lives of fellow South African's. We wanted to share with you some of the ways in which Pick n Pay are making waves in the SA landscape:

The Group's ability to create long-term sustainable value depends on open and constructive engagement with all our stakeholders. Stakeholders are parties that can affect, or be affected by, our activities, objectives and policies. We identify key stakeholders through ongoing engagement with individuals, groups and organisations. In this section we detail our engagement with these stakeholders, focusing on those that have either a significant interest in the operations of the Group or significant influence over the way we do business and create value.

The Pick n Pay Group developed its strategic public relations turnaround plan in 2014. Its objective is to restore the business to a position of long-term sustainable growth. In promulgating the plan, the Group explained that a sustainable recovery would need to be achieved in a planned, considered and balanced way over a number of years, avoiding short-term actions which might weaken the business in the longer term.

Our strategic focus is: Grow sales in line with or ahead of the market by providing great value, service and innovation for customers: Focus here is on delivering a first-class fresh, convenience and grocery offer, which gives customers unbeatable prices, value and service. The business is also developing a strong multiplatform and multi-channel retail offer, including standalone clothing and liquor stores and a burgeoning online business. In addition, the Group aims to continue to build its Boxer business into a thriving national limited-range discount format, and to continue to grow sales outside South Africa in a planned and prudent way.

Achieve high levels of operating efficiency and lower costs to enable maximum reinvestment in the customer offer: Focus here is on completing the centralisation of the Group's supply chain and other services, reducing the cost and improving the accuracy and responsiveness of distribution. The Group also aims to improve the efficiency and cost-effectiveness of its employee costs, both in stores and in its head office structures, while minimising increases in rentals, rates, electricity, water and other charges.

Restore underlying profit margin to a historically sustainable level: Focus here is on improving the efficiency of the business in all areas, including by completing the centralisation of supply chain operations, increasing productivity in stores and ensuring that support office functions are delivered to benchmark levels of effectiveness and efficiency.

The business devised a strategic long-term recovery plan in 2014, recognising that a return to sustainable long-term growth could not be achieved overnight. South Africa's second-largest retailer deploys SUSE

POS systems throughout 546-store network to improve control and monitoring of IT systems, hardware including cash registers, computers, servers, scanners, and bar codes.

SUSE today announced that Pick n Pay, one of the largest retailers on the African continent, has completed a roll-out of SUSE Linux Enterprise Point of Service systems at each of its 546 hypermarkets, supermarkets, pharmacies and convenience stores. Pick n Pay deployed SUSE Linux Enterprise Point of Service throughout its network of stores to improve control and monitoring of IT systems at its retail locations. The solution provides Pick n Pay with a central, more accurate view of its entire IT estate for all staff including, management, programmers, technicians, cashiers including customers.

"We used to work quite blindly in the past, as we were never certain what software was installed where," said Wesley Grisdale, systems manager point of sale for Pick n Pay. "We now have a guaranteed way of knowing exactly what version each terminal is running, which is a massive help when it comes to updates and maintenance." This software allows management access to databases for financial and other information including personnel.

SUSE Linux Enterprise Point of Service offers a low total cost of ownership by eliminating licensing costs, so Pick n Pay only pays a yearly subscription fee for maintenance and support services. Because the software is not tied to a specific device, the company can re-purpose existing hardware to run the application, eliminating the need for costly new machines. In addition, Pick n Pay is taking advantage of the unique benefits of Linux, such as reduced hardware resource requirements, flexibility and open design, while gaining the support and control offered by a maintained and enterprise-proven SUSE solution.

Michael Miller, SUSE vice-president of global alliances and marketing, said: "In an increasingly competitive retail environment, we pride ourselves on helping retailers maximise operational efficiency and provide a superior customer experience while keeping costs low. We're thrilled Pick n Pay has achieved the results it has been looking for, using SUSE Linux Enterprise Point of Service to ensure that business-critical systems are on a solid, reliable IT platform, operating at peak efficiency." This new software will enable all managers, supervisors and teams to conduct day-to-day operations more effectively. Employees to utilise hardware and software for price checking, cashing, and assistance to customers.

Other stakeholders such as customers will be able to access smart shopper cards, online sites and social media as it will offer them a better shopping experience. Our data capturers and technical marketing teams ensure that new content is constantly upgrading and updating our social media sites. The marketing department sources professional photographers to ensure that the social sites display colourful content of all offerings. The marketers make certain that the sites contain light upbeat and sometimes quirky information, quizzes, riddles, puzzles, recipes and other fun activities to engage with our customers. Our sites are monitored to assess their feasibility and viability and to certify that they are adding value to the customer experience.

Pick n Pay has announced that it will use machine learning to automatically personalise discounts for Smart Shoppers – a move that is expected to help more customers save more on their grocery shop. Using this advanced technology, Pick n Pay hopes to give each shopper eight personalised discounts every two weeks. These are unique to each customer and offer cash-off savings, discounts or boosted points for products they buy most often.

"This algorithm predicts what a customer is likely to buy and helps us work in conjunction with our partners to give customers personalised savings on the items they want or plan to buy," says John Bradshaw, retail executive of marketing at Pick n Pay. Technology improvements mean that customers no longer have to activate their personalised discounts like they had to in the past. To receive these discounts, customers will need to ensure they have given permission to be contacted, and customers can update this personal preference via the app, website, or at in-store kiosks.

From 14 July 2020, when personalised discounts are automated, Smart Shoppers who have opted in for communication will notice the discounts automatically applied and visible on their till slip when they swipe

their card. The future of loyalty programmes lies in offering real value in the most seamless way possible, says Bradshaw. “All Smart Shoppers are earning and spending their points but many weren’t reaping the full rewards of the programme by not regularly loading the personalised discounts. This improvement will instantly help put money back in customer’s pockets at a time when budgets are under pressure.”

It started with 4 small stores and the following year it was listed on the Johannesburg stock exchange, since then the brand has shown tremendous growth with more than 1600 stores and more than 85000 employees. The brand is also found in about seven African countries and promising to open more retail outlets in the future. Pick n Pay brand is one of the major retail outlets in South Africa consisting of a chain of stores ranging from clothing, supermarkets, liquor and convenience stores nationwide. Pick n Pay continues to utilise modern methods of advertising their brand and products to reach their targeted customers. The brand prides itself as a family business and being customer centric. Their tag line is “Inspired By You” the customer.

The company believes what sets them apart from their competitors is their focus on the customer meaning they take their time in understanding the needs of the customer and be in a position to meet and satisfy those needs. Pick n Pay operates on an owned and franchise basis and provides a wide range of products and value-added services that include an online offering. Pick n Pay is focused on delivering an exceptional customer offer, including range, quality, price, availability and service. Pick n Pay is focused on bringing its offer to communities where we are not yet well represented, including through small convenience stores.

They pride themselves on ensuring that customers receive high quality products and services to meet customer expectations. They believe in having the best trained employees who are accorded regular training to be able to deal and handle customer complaints and compliments and to be able to provide a positive shopping experience to the customers.

Pick 'n Pay lived up to its promise to support grassroots soccer development by sponsoring 84 local primary schools with equipment worth E300 000, through its Kick-Off Campaign. The presentation took place at Sigwaca House yesterday, and the equipment included soccer kits, bags, and soccer balls. Leading figures from the sporting fraternity, including Minister of Sports, Culture and Youth Affairs David ‘Cruiser’ Ngcamphalala, schools, representatives and the sponsor were in attendance. Pick 'n Pay Africa’s Senior Buyer Prakash Prasad, said by focusing on grassroots, they wanted to take football to the next level. He said by keeping their promise, they had shown their commitment to the development of the sport.

“We would like to extend our sincere thanks to all stakeholders for making this a reality. As Pick 'n Pay, we are proud to partner with football and hope that this relationship will grow bigger over the years,” he said. “We appeal to all Swazis to support Pick 'n Pay so they can continue doing good things for sports. On behalf of government, we thank the sponsor for such a good gesture. Grassroots is where everything starts, and we hope the sponsorship will go a long way in encouraging our youngsters to raise their game,” he said.

In line with this campaign, Pick 'n Pay also conducted weekly draws for customers who spent E150 or more on groceries in their various outlets. Pick n Pay has established a 'Feed the Nation' relief fund to provide food and basic hygiene essentials to the most vulnerable during the lockdown period, and is inviting all South Africans to get involved. The grocery retailer has contributed an initial R5m together with the Ackerman family, and CEO Richard Brasher has also offered to donate half his salary this month to the campaign, along with other group executives.

The Feed the Nation campaign will help those South Africans who rely on meal donations every day, and those who don’t have a support system to fall back on during this crisis,” said Suzanne Ackerman-Berman, transformation director at Pick n Pay. “School closures have meant that many schoolchildren who were dependent on school feeding schemes for their main – sometimes only – meal of the day, have been left

without food. Shelters for the homeless and orphanages who depend on public generosity are now without aid.”

In recognition of the tour’s global status and international appeal, its organisers and owners - the Cape Town Cycle Tour Trust (CTCTT) - in association with the three co-naming rights sponsors, Cape Argus, Pick n Pay and Momentum, introduced the name change and logo in celebration of the event’s iconic status and increasing global appeal.

2020 marks the 30<sup>th</sup> year of the Cape Town Cycle Tour’s partnership with Pick n Pay. To celebrate, Pick n Pay Smart Shoppers will be able to use their Smart Shopper points to pay for their Cape Town Cycle Tour entries. Every Smart Shopper will qualify for an early-bird entry at a preferential rate and a preferred start time. Participants can enter at the services desk inside any Pick n Pay store and are able to offset their Smart Shopper points in Rand value against the 2020 Cape Town Cycle Tour. Alternatively, visit the [web-tickets](#) website and click on [Smart Shopper](#) deals. All smart shoppers receive T-shirts, water bottles, and helmets with the Pick n Pay logo for the early bird registrations

Pick n Pay has been a key co-naming rights sponsor of the Cycle Tour for over two decades. “Pick n Pay, along with the Cape Argus, has enjoyed a long-standing partnership with the Cycle Tour. Together with the City of Cape Town and Momentum, we are now moving into a new partnership phase,” says Malcolm Mycroft, General Manager of Marketing at Pick n Pay. “We have always been incredibly proud to be part of this iconic international event, which not only promotes a healthy lifestyle, but also raises funds for many local charities.” Pick n Pay has endorsed the sponsorship of actor Matt Damon to compete in the Cycle Tour as he is the ambassador for a number of charities including The Pick n Pay Feed the Nation campaign will help those South Africans who rely on meal donations every day, and those who don’t have a support system to fall back on during this crisis,” said Suzanne Ackerman-Berman, transformation director at Pick n Pay.

Pick n Pay’s Smart Shopper will this month automatically load personalised discounts directly onto a customer’s loyalty card. Using advanced machine learning techniques, Pick n Pay gives each Smart Shopper eight personalised discounts every two weeks. These are unique to each customer and offer cash-off savings, discounts or boosted points for products they buy most often. Technology improvements means that customers no longer have to activate their personalised discounts like they had to in the past. To receive these discounts, customers will need to ensure they have given permission to be contacted, and customers can update this personal preference via the app, website, or kiosk.

After being a domestic worker for 14 years, **Siphokazi Mdlankomo’s** fate changed when her employers convinced her to join cooking show *MasterChef* SA in 2014. I worked for the family for 14 years, and it’s during that time that I realised my love for cooking. I enjoyed creating meals to a point they installed a TV for me in the kitchen so I could watch cooking shows while preparing meals. The family were very encouraging and sent me short courses to better myself where I learned to communication skills. She has become a role model to millions of South Africans.

Pick ‘n Pay came about through her employer as he approached Pick ‘n Pay and they said they would love for me to be part of the company. Now I endorse all their products as they are of good quality. It has been an amazing journey I am learning a lot of things from the company not just cooking but also business. Then in 2012 I entered the *Kia Cook-Off* competition and was in the top 27. I then entered *MasterChef* in 2014 and I was really intimidated because of my background. But I knew I could cook. Being the runner up was amazing.

Being in the top 2 opened doors for me. I am now a brand ambassador with Pick n Pay – I do budget recipes for their magazine and I also have partnered with Royco. I even had my own cooking show on Mzansi Magic titled *Let’s Eat With Siphokazi*. I had a dream of a cooking show so for it to happen, has been great. With the knowledge I have gained I would love to open a cooking school to teach people the basics of cooking.



The Board and the Pick n Pay Stores Group are committed to upholding the highest standards of ethics, transparency and good corporate governance, while pursuing sustainable and profitable growth. The Board is ultimately accountable for the ethical leadership, sustainability and good corporate citizenship of the Group, and is assisted in this regard by senior management. The Group's commitment to good corporate governance permeates every aspect of the management structure and is well entrenched in our culture.

The Board takes overall responsibility for the performance of the Group, ensuring that it is managed in a transparent, equitable and responsible manner. Members of the Board operate as a resource for executives in directing, finalising and overseeing the implementation of the Group's strategy and policy. With the aim of achieving a balanced economic, social and environmental performance, the Board supports efforts to ensure the long-term sustainability of the business. Legitimate stakeholder involvement is kept in mind at all times. The Board fully supports the materiality approach, which emphasises integrated reporting based on issues and elements that can have a material impact on the sustainable performance of the business over the short, medium and long term.

The board has set up ethics committees to oversee all ethical matters including regular updating of the code of conduct that must be adhered to by all employees including management. Employees and management to engage in training in ethical matters to ensure the highest ethical standards and upheld to protect the reputation of Pick n Pay. Posters and suggestion boxes are posted in all our stores to ensure anonymity for any staff member to 'blow the whistle' on any corruption or unethical conduct. For any updates regarding the governmental legislation such as the King Report, Pick n Pay supports external consultants to train and educate the ethics committee members.

From 14 July 2020, when personalised discounts are automated, Smart Shoppers who have opted in for communication will notice the discounts automatically applied and visible on their till slip when they swipe their card. The future of loyalty programmes lies in offering real value in the most seamless way possible, says Bradshaw. "All Smart Shoppers are earning and spending their points but many weren't reaping the full rewards of the programme by not regularly loading the personalised discounts. "This improvement will instantly help put money back in customer's pockets at a time when budgets are under pressure."

<https://myofficemagazine.co.za/tag/pick-n-pay/>

<https://www.news24.com/truelove/Archive/siphokazi-mdlankomo-from-domestic-worker-to-sought-after-chef-20170728>

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<http://www.marklives.com/2015/11/pick-n-pay-goes-out-to-pitch/>

<https://www.foodformzansi.co.za/siphokazis-hard-work-transforms-her-into-a-well-known-cook/>

**QUESTION 1****[10 MARKS]**

A MIS consists of three components i.e. people, technology and processes. Explain the first part of a MIS that consists of the components of the MIS itself Pick and Pay utilise in their business. (Provide relevant examples)

**QUESTION 2****[10 MARKS]**

- 2.1 The second part of a MIS process converts data into information. Discuss how managers at Pick n Pay analyse data. (Provide relevant examples) (5)
- 2.2 Reports that are used for decision-making is the third part of a MIS. Elaborate on how managers at Pick n Pay utilise MIS to make decisions. (Provide relevant examples) (5)

**QUESTION 3****[10 MARKS]**

Identify and explain how various Pick n Pay stakeholders including management make use of information from MIS and how the information is disseminated. (Relate answers to the case study.)

**QUESTION 4****[10 MARKS]**

- 4.1 Pick n Pay implemented SUSE Linux Enterprise Point of Service Systems to enhance their competitive advantage. Discuss other advantages that can be gained by implementing a MIS. (Relate answers to the case study) (5)
- 4.2 **Note that this question does not relate to the case study**
- Discuss how information systems and businesses influence each other to develop strategies to enhance sustainability. (5)

**QUESTION 5****[10 MARKS]**

- 5.1 Marketers all over the world, including South Africa agree that there is still a place for traditional marketing as well as social marketing. Explain the traditional marketing or social marketing of Pick n Pay's basic functions of marketing. (Relate answers to the case study) (5)
- 5.2 Define the term "machine learning" and elaborate how Pick n Pay incorporate this technology to enhance customer experience. (Relate answers to case study) (5)

**QUESTION 6****[10 MARKS]**

Pick n Pay's marketers need to understand the market environment in order to plan effectively. List and relate the five core customer and marketplace concepts marketers need to understand and consider.

**QUESTION 7****[10 MARKS]**

**Note that this question is not related to the case study**

List and explain the marketing philosophies that have an influence on the marketing activities of a business.

**QUESTION 8****[10 MARKS]**

Define the term "Marketing" and list and describe the marketing mix of social media Pick n Pay marketers in exploiting in their marketing efforts to promote products and services to their customers.

**QUESTION 9****[10 MARKS]**

Describe the micro-environment and explain the factors of the internal environment and relate these factors to the Pick n Pay.

**QUESTION 10****[10 MARKS]****10.1 Note that this question is not related to the case study**

Explain the concept including the aspects of consumer behaviour. (5)

**10.2 Note that this question is not related to the case study**

Discuss the factors that must be considered when conducting a marketing environmental analysis. (5)

**QUESTION 11****[10 MARKS]**

With the Corona Virus pandemic, South African's are becoming better educated. Identify and explain the new consumer trends that will affect how people shop and relate your answer to the case study.

**QUESTION 12****[10 MARKS]**

Identify five motivators for conducting marketing research and explain how managers at Pick n Pay perform market research.

**QUESTION 13****[10 MARKS]**

Identify market differentiation and positioning and explain how Pick n Pay incorporate market differentiation and positioning in their marketing strategy.

**QUESTION 14****[5 MARKS]**

14.1 Discuss the importance of public relations and explain how Pick n Pay manages this business function. (5)

**14.2 Note that this question is not related to the case study**

Explain the concept of "Market Segmentation" and the benefits that can be derived from this strategy. (5)

**QUESTION 15****[10 MARKS]**

Differentiate between donations and sponsorships and explain the role of the public relations officer in utilisation of donations. (Provide two relevant examples Pick n Pay participate in)

**QUESTION 16****[10 MARKS]**

List and discuss five reasons why public relations practitioners participate in sponsorships and associate five explanations to relate to Pick n Pay.

**QUESTION 17****[10 MARKS]**

17.1 Define the term “Promotions” and identify explain in detail the tool Pick n Pay utilises to promote their business. (5)

17.2 **Note that this question does not relate to the case study**

Elaborate on the role that public relations practitioners play in the field of sponsorships. (5)

**QUESTION 18****[10 MARKS]**

Explain the role of and public relations in appointing an ambassador and identify and elaborate on the role of the ambassador selected by Pick n Pay’s public relations specialists.

**QUESTION 19****[10 MARKS]**

19.1 **Note that this question is not related to the case study**

Define the term “Business Ethics” and explain the basic understanding of ethics. (5)

19.2 **Note that this question is not related to the case study**

Identify and explain the composite terms that relate to corporate citizenship. (5)

**QUESTION 20****[10 MARKS]****Note that this question does not relate to the case study**

Discuss the drivers of business ethics and elaborate on the most important drivers of business ethics in businesses.

**QUESTION 21****[10 MARKS]**

Explain the management of business ethics, identify its components and relate these components to Pick n Pay.

**QUESTION 22****[10 MARKS]****Note that this question is not related to the case study**

Identify the ten principles of The United Nations Global Compact that businesses must take shared responsibility for achieving a better world.

**QUESTION 23****[10 MARKS]**

<b>Financials for Pick n Pay</b>	
Revenue	67 603.1
Turnover	66 940.8
Cost of goods sold	54 993.3
Gross profit	11 946.5
Inventory	4 654.5
Profit for the year	861 .7
Non-current assets	5920.1
Current assets	14 706.5
Non-current liabilities	1 631.3
Total Equity	3 130.1
Current liabilities	9 945.1
Total assets	12 706.5

23.1 Calculate the Quick Ratio for Pick n Pay (Show your calculation and interpret your answer) (6)

23.2 Calculate the Current Ration for Pick n Pay (Show your calculation and interpret your answer) (4)

**QUESTION 24****[10 MARKS]**

<b>Financials for Pick n Pay</b>	
Revenue	67 603.1
Turnover	66 940.8
Cost of goods sold	54 993.3
Gross profit	11 946.5
Inventory	4 654.5
Profit for the year	861 .7
Non-current assets	5920.1
Current assets	14 706.5
Non-current liabilities	1 631.3
Total Equity	3 130.1
Current liabilities	9 945.1
Total assets	12 706.5

- 24.1 Calculate the Gross Profit Margin for Pick n Pay (Show your calculation and interpret your answer) (5)
- 24.2 Calculate the Net Profit Margin for Pick n Pay (Show your calculation and interpret your answer) (5)

**QUESTION 25****[10 MARKS]**

<b>Financials for Pick n Pay</b>	
Revenue	67 603.1
Turnover	66 940.8
Cost of goods sold	54 993.3
Gross profit	11 946.5
Inventory	4 654.5
Profit for the year	861 .7
Non-current assets	5920.1
Current assets	14 706.5
Non-current liabilities	1 631.3
Total Equity	3 130.1
Current liabilities	9 945.1
Total assets	12 706.5

- 25.1 Calculate the Debt Ratio for Pick n Pay (Show your calculation and interpret your answer) (6)
- 25.2 Calculate the Debt Equity Ratio for Pick n Pay (Show your calculation and interpret your answer) (4)

**END OF ASSESSMENT**